

WOMEN AT DOC

TODAY

and

TOMORROW



SPRING 1991

Canada

Women at DOC — Tomorrow and Beyond

When Barbara Bloor, Assistant Deputy Minister, brought the idea of a conference to the department, it was met with great enthusiasm by senior management and by overwhelming support from close to 200 employees. Participants came together on January 31st to air their concerns and express their views about issues that affect them at DOC.

Ten workshops, which covered a broad range of topics, addressed concerns such as discrimination, changing corporate culture and the ever so delicate balance between family and career — What followed would be an exhilarating debate that touched not only on women's issues but people issues as well.

"I will definitely be taking the results of the conference to the Senior Management Committee to tell them what women at DOC feel. Beyond that we can organize further conferences, follow up on particular issues, look carefully at certain programs that exist or pursue the development of others."

"I want to hear first what's concerning you. And then, once we have all of that in front of us it will be easier to determine a course of action. So, what happens beyond will depend very much on what happens today."

But beyond *Beneath the Vener*, the women at DOC had their own agenda. The discussions were dynamic and enlightening. It's the beginning of an era of changing attitudes, and change has to occur from the bottom up and the top down.

Throughout all the issues that were debated, one overwhelming fact became clear — that this is not a female problem but indeed a non-gender attitudinal problem.

The gender specific statistics are nonetheless irrefutable. Women's representation is too low at upper levels of management, and issues like compression and "pink ghettos" need to be scrutinized and resolved.



On the subject of management styles — male or female, is there a difference?

This conference was more than DOC's response to the report of the Task Force on Barriers to Women in the Public Service. Through the energy, enthusiasm and creativity of the participants, it became a powerful tool to address the burning issues which affect the departmental workforce.

Issues in a capsule

Every employee faces obstacles in his or her career. Some are psychological, such as lack of confidence, some are social, such as lack of education, and some are organizational in nature, such as a dictatorial superior. Unfortunately, not only women, but all employees face these barriers in one form or another.

Perceptions are important. Once an employee is perceived in a particular way, it takes radical action to change that image. Unfortunately, the employee is too easily tarred by the immediate superior's brush. That's why development and bridging programs are so important, involving mentoring, lateral moves and exposure to higher levels of management where the employee gets the opportunity to gain, and offer, some different perceptions. Everyone needs greater visibility, not only to capture the view outside one's own silo, but to be seen by others from a different vantage point, and to relate to them on equal footing.



Equity is of growing importance, not because it is fashionable to promote the careers of women, visible minorities, aboriginals and persons with disabilities, but because it is pure democracy in the workplace. Equal opportunity to do equal work for equal pay. Sounds easy, but try putting it into practice.

Men tend to get more quality training for advancement, and more opportunity for promotions. This

An interested audience participates in the forum.

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stems in part from the unspoken existence of an old boys' network that rewards its own kind for maintaining the status quo — a status quo that should have been toppled a few decades ago.

Hierarchical organizations are the enemy of all employees, not just women. That's why the flow of information, through departmental communiqués, and information lunches attended by mutually supportive employees regardless of level, are so fundamental in changing perceptions, attitudes and behaviours. Policies and programs that are well-advertised have the greatest chance of being accepted and capitalized upon.

Training is only one stream of the information flow, but it is one where the nutrients are rich, and where fertile minds are encouraged to spawn innovative ideas. Unfortunately, training is too often doled out as a kind of reward system, a day's or a week's vacation for the favoured employee, when in fact the employee who has a crying need for proper training might be just another desk or cubicle away. Objective analysis of

training programs seems to be one way to come to grips with this situation. A simple database applied to training administrations — graphed to illustrate when, where and to whom the training is given — would serve as a logical starting point to discuss where training dollars are spent.

Another serious obstacle to a healthy work environment is the nose-to-the-grindstone work ethic — working 10-12 hours a day and taking work home on weekends. Militaristic superiors who earned their stripes this way like to make sure their troops come up through the ranks with equally hard slogging. Meanwhile, more employees want the flexibility to set their own work schedule with respect to core hours, the flexibility to stay at home with work that requires intense concentration, the flexibility to work through the lunch hour in order to leave early.

If managers were better trained on their way up the departmental ladder, perhaps they would become better managers. Unfortunately, they are not trained for it, but thrown

instead onto the ladder and told to climb. In some cases, this kind of corporate Darwinism could breed a power-hoarding manager who withholds responsibility from his employees, or a manager who hides his incompetence by delegating his workload onto the back of his subordinates. Neither is an asset to the department. Fortunately, human growth potential is enormous, but it requires a desire for change, and thus a top-down mandate to set the tone on human resources development is essential.

Today's employees are also seeking quality of life with a fervour equal to their pursuit of financial stability. The company icon above the desk is slowly being replaced by pictures of spouse and children. And a department that penalizes an employee for wanting and nurturing a family life will soon alienate, and ultimately lose that employee. Just as much as women, men too need time off to care for sick children, or to attend special events in their family life. The Department must recognize that employees do not come to work piecemeal, but arrive full-blown with psyches intact. Not only an economist, but a worried father of a sick child; not just a project manager, but a mother who must get home before the daycare closes.

Women face specific problems not frequently shared by men. Sexual harassment and discrimination, although definitely on the wane in the enlightened corporate environment, are still factors in some locales. Especially in non-traditional roles, there is generally a feeling of isolation. Even in a normal corpo-

rate environment, women need mentors, role models and buddies. Networking can facilitate better adjustment into corporate life, but networking tends to be informal, and there is too little commitment from management to promote it as a formal process.

The family, although seen predominantly as a woman's issue, is really a people issue, a management issue. Women need maternity leave, and they need a little extra consideration both during their pregnancy and after they return to work. They may need the freedom to explore alternatives to the standard work week, perhaps a permanent part-time policy, or more flexible hours. Women themselves have to adjust to the change in their lives that motherhood can bring. Most realize that they can't have it all, that they can't give 60 hours a week to the department and be a super-mom at home too. They need to set their own priorities for life, and the decisions they consequently make are not simply female decisions, but human decisions.

To overcome the myriad obstacles facing them as well as all employees, women must become self-supportive and innovative. By sharing information, insight and encouragement, they can stimulate opportunities for growth throughout the Department. And after creating alternatives to the existing status quo, they must take responsibility for their own subsequent choices. Training and career development are important, but no more so than attitude itself, for that is the keystone upon which all other progress is built.



Sylvie Gravelle and André Pilon agree that many issues are non-gender.



Participants prepare their presentation for the plenary session.

Alain Gourd, Deputy Minister, addresses DOC conference –

Women Today and Tomorrow

When the idea of a conference first came to the senior management committee, Deputy Minister Alain Gourd immediately responded to an opportunity to address the forum.

"There may be a need to create some new programs or streamline existing ones," he said during the conference luncheon, speaking candidly about the various difficulties we face in this political and economic climate, balanced against the need to address the growing importance of women in the workplace.

Mr. Gourd voiced his own personal concerns about the extent of hours of work in the department and the pressures these placed on family life. In the face of rather bleak statistics, he strongly supported any and all efforts to increase women's representation at all levels, especially in upper management.

"I am anxious to see the results of your work and efforts today and I intend to meet and discuss your recommendations with my management team. It is important that a group, like this one, does provide critical analysis of the situation of the Department and recommendations pertaining to areas where we can do better. So, I want to assure you that, through Barbara Bloor, who is a superb ambassador of the question, the final product will be examined and, as much as possible, applied within the Ministry."

"If we agree that the Public Service is a critical institution for the progress of the country, it is important that it be truly representative of the country, which means a more equitable representation of women in management. And so I feel strongly that specific efforts must be made to ensure better representation of women in the Public Service,



particularly in the management ranks."

When we look at the statistics the facts become crystal clear. Even though women make up 44 per cent of DOC's population only 18 per cent are on the management team. Eight per cent of women are employed in non-traditional occupations, while 88 per cent of women make up the administrative support category.

To address these imbalances, greater emphasis should be placed on recruitment of women, both for management and for non-traditional occupations within the technical, scientific and professional categories.

Dear Deputy Minister:

What avenues can women take to have problems such as harassment recognized without the issue being focused on them personally?

Would it be possible to hire an ombudsman or independent psychologist to address certain management problems in the department?

Is there a way that we can arrange other events to increase interaction between sectors?

Is the department going to initiate training programs so that women have an opportunity to be promoted to other categories?

What can we do to get rid of the invisible barriers that prevent family and work from enjoying a happy partnership?

There should be greater accountability for all managers and better ways to make problems known. A suggestion might be to appoint two liaison officers. We could also conduct interviews with women who have left the Department. There should also be informal communications channels.

Although there is less capital available we should put our money where our mouths are in order to increase women's representation. Perhaps a qualified person within the Department could accept this challenge.

This feeling is shared by a great number of people in the department. We have met with a certain amount of success by launching a series of forums. We are continually finding other ways to increase the opportunities for people to gather.

The fitness program has had a good deal of success, as have some informal lunches. Another suggestion might be to open the library on weekends and supply coffee to allow employees to interact with one another. Visits might be orchestrated so that employees from different sectors see first hand where their colleagues in the Department work.

We have just launched a Management Training Program and we are allocating more funds to others, with particular emphasis on better representation.

One of the biggest problems in the Department are the working hours which are deeply etched into the corporate culture. I'm convinced that many activities, in which we are involved for historical reasons, could be managed locally at a lower cost, thus allowing more time to focus on our core essential activities, without reducing the personnel.

Because we have fewer resources we should do less with less. We should also stop saying that we have to do more. Therefore we'll have more decent lives and we'll do our jobs better.

Barbara Bloor introduces
Alain Gourd to the conference



Stephanie Pernin directs a question to the Deputy Minister during the Luncheon.

Workshops Highlight Major Issues

Over the course of the workshops, there emerged several common themes confronting not only women but the Department as a whole. For example, it was noted that many worthwhile initiatives and programs falter because information on them is not generally accessible. Through communications, postings and other departmental publications, a greater effort should be made to inform employees of what's happening in the Department.

To counteract the feelings of isolation in any "office ghetto", the practice of mentoring, or receiving guidance from an established role model, could facilitate an employee's career development. Ideally the mentor functions as ombudsman and counsellor, providing both direction and contacts in an unfamiliar organization. In some situations, a psychologist might even be utilized to address grievances and other personal difficulties encountered by employees.

Although training is usually the first budgetary casualty in tough fiscal times, the need still remains to develop employees through education and training, both within and outside the Department. Unfortunately, there appears to be little or no equity in the granting of educational leave to male versus female employees. One way to clarify and ultimately redress this inequity would be to gather the statistics on such arrangements in a database, and if this perception indeed reflects reality, use the results as the basis for developing a more equitable program.

Like every organization, the Department has its own unique culture. Day's end crisis management seems to sum it up. While the rest of the world is on its way home to dinner, this Department is putting out fires that should have been prevented or spotted the week before. The prevailing work ethic seems to encourage a schedule of late evenings in the office,

with little flexibility to adjust core hours, stay home with work or simply tackle the job earlier in the day. A corporate culture like this doesn't just discriminate against women, traditionally the family caregivers and managers, but it leads inevitably to physical burnout and family stress for men as well.

Getting people to think and work differently is no small campaign, and this brings us back to both training and communications. Since strategic thinking isn't something people are born with, it should be developed through training and encouraged through practice. And the positive results of such training and such initiatives must be communicated broadly to all employees, so that more people can experiment with their own reforms.

Let us entertain you – Théâtre Parminou

Exploiting the power of theatre, Théâtre Parminou successfully set the stage at the conference for dialogue on matters of equality and social justice.

Founded in 1973, the company has performed for over 500,000 people in Quebec, Canada and Europe, expounding their message against discrimination.

Their heartwarming and provocative performance, delivered in a bilingual format, addressed sensitive issues like harassment in the workplace and the difficulties encountered in balancing family and career.

Through the use of group participation, the performance enabled the audience to explore a realistic expression of the issues that had brought them together in the first place.

Théâtre Parminou's performance unfolded revealing real life and workplace scenarios. Later in the presentation, volunteers in the audience rewrote the scenes by placing an actor on stage. One of the

male members of the audience performed a scene with such vitality and conviction that he was acclaimed with a standing ovation. Parminou was a huge hit and everyone walked away inspired, educated and entertained.

"We must work together at finding collective solutions so that everybody, men and women, will really have the choice to do the job they desire."

— Théâtre Parminou

What really lies beneath the veneer?

Cathy Downes, former member of the Task Force on *Barriers to Women in the Public Service* and *PS 2000* explored the findings disclosed in *Beneath the Veneer*. The study followed an extensive research plan including 20,000 Public Service employee interviews, case studies and various qualitative and quantitative analyses.

Ms. Downes revealed that even though women are likely to become a majority of the workforce, they are not represented equally in all occupations nor at all levels. She cited concentration, compression and retention of female talent as significant problems in the Public Service. Her expose allowed the participants to focus on some important issues facing women in the workplace.

"Of 125,000 Public Service employees, 93,000 (43%) are women,

but are not represented equally in all occupations nor at all levels. 75% of women in the Public Service are concentrated in four (CR, ST, AS, PM) of the 72 occupational groups. Female representation is the highest in the administrative support category (83%). 60% of all women are in the clerical or secretarial group and 44% of all women are in the CR group."

"And even though women account for almost 50% of public servants, only 17% make over \$40,000 a year."



Cathy Downes presents the results from 'Barriers to Women'



"Parminou" entertains and educates.

Clearing the Hurdles: Recommendations for DOC

As a result of the many workshops held by the women in DOC over the course of a day, a number of common concerns and problem areas were identified. Interestingly, these problems were recognized as impediments, not only to the career development of women, but of all employees. Thus, it should be emphasized right from the outset that the obstacles identified, and the solutions that have been proposed through subsequent discussions, are not merely women's issues, but people issues.

From the many suggestions and recommendations that emerged from these sessions, a number of common themes coalesced:



Barbara Bloor presents her views on Women in DOC

As can be seen from a quick glance at this list, there is little to suggest (except possibly #6) that these are solely women's issues. In fact, as we shall see, even the latter point has elements that affect both sexes.

The following recommendations are being offered without specific considerations of budget, timetable, feasibility, etc., but simply on the basis that they are serious issues that ought to be addressed in a practical manner. Further discussions will undoubtedly be necessary on each of these items to develop plans of action, to identify existing programs upon which to model our own, to budget for, and so on.

1 A Career would be less of a Maze with a Mentor

Upon being introduced to a new environment at one time or another in his/her career, what employee has not felt a little bit lost? Think back to your own first days, weeks or months in the Department, and imagine how much easier your transition could have been if only you'd had someone to show you around. And not just for the mundane things, like the location of the washroom or a photocopier. That's the sort of thing that can be provided by any fellow employee. What we've identified here is the need for a real mentor, a trusted counselor or guide, a tutor and coach—someone who can show you how things really work in business, in government, in a bureaucracy.

Every new employee experiences feelings of isolation. How long those feelings last depends on a lot of variables: the personality of the employee himself, the nature of the work environment (e.g., team work vs solitary work), the attitudes of his boss and his co-workers, the presence or absence of support mechanisms, etc. But regardless of the employee's personality and the external factors, there is no doubt

that a new employee can be oriented more quickly, positively and successfully through the guidance of a mentor.

In practice, this begs for the development of some kind of voluntary buddy system, whereby experienced individuals would provide mentoring to new or junior employees. Ideally, the mentor would be an experienced manager, preferably two or more levels higher, not necessarily on the same career path. The mentor could be a source of information not readily available through formal channels, could be a sounding board for questions and concerns, and could facilitate introductions to others of the management team throughout the department.

The idea is not so much to provide a sponsor of the employee, but to ensure at least one friendly, non-judgmental face among the crowd. The mentor should have no other vested interest in your career but to see that you get the opportunity to make the best of your talents and, in so doing, find fulfillment as an individual, and lend support to departmental goals and objectives.

2 Corporate Culture is what we make of it

You read a lot these days about corporate culture—Japanese firms with their "work with us until you die" ethic, IBM's blue-suited bureaucracy, Apple's casual-dress brainstorm teams. As more and more corporations look to improving the bottom line through improving their operation, increasing efforts are being made to mould the culture to fit the goals. In some instances the

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Participants break for lunch.

status quo prevails—if it isn't broken, don't fix it. But in many other companies, the executive realizes that, to stay current with both the demands of the marketplace and fiscal policy, Efficiency and Productivity must become the new gods of the corporate pantheon. In other words, Let's do it right the first time.



Juggling family and work related responsibilities—a major concern for employees.

At DOC, the corporate culture bears some resemblance to a military organization. Barriers to management exist in the form of tests, language requirements and other criteria that may have little bearing on the ability to do the job. It was perceived that an unofficial Old Boys' Network ensures that information, opportunity and access are granted only to the initiated. Work hours are generally inflexible and slanted towards late starts and late finishes to the working day, something that doesn't wash very well with anyone who has family responsibilities outside of the job. Most disheartening of all, this Department seems to lack the capacity to manage the daily and weekly workload and is unable to set priorities, in that everything is a priority and therefore everything must be done now.

Changes are needed. Management needs to be more flexible in allowing ideas, suggestions and opinions to filter into hitherto closed circles. Lateral moves should be encouraged to break up and cross-pollinate some of these cliquish enclaves. The policy on hours of work should be more widely communicated, and flexibility encouraged with respect to compressed work weeks. Non-traditional forms of working arrangements should be not just tolerated but encouraged, e.g., permanent part-time work and job sharing. And in order to prevent requests for these opportunities from being stalled at the lower levels,

'denied' requests should be reviewed by senior management to ensure their concurrence with the denial of opportunities.

Position qualifications should be examined more closely to see if they truly require linguistic skills at the levels indicated in job postings. Many employees feel strongly that there is excessive use of the bilingual imperative in staffing positions, and that these imperatives severely restrict the scope of the competitions. Even on a non-imperative basis, the demand for level "C" to staff positions is a hindrance to some careers, as it is a level difficult to attain.

Workload should be prioritized and scheduled so as to eliminate last minute panics. Too often, insufficient planning and prioritization lead to unrealistic and unnecessary deadlines that simply burn out the employees upon whose shoulders the deadline is dumped. More direct-line communication is needed between upper and lower levels so that priorities and deadlines are correctly interpreted.

you after you get promoted." "We're too busy right now and I can't let you go." "We'll see." "No funds."

Training is too often doled out as a kind of reward system, and men seem to get rewarded more often than women, particularly in regard to technical training. There seems to be no equity regarding educational leave. In order to validate this perception, the department should develop a simple database to monitor training. For instance, where have our training dollars been spent over the past five years—by branch, region and classification? Once we find out when, where and to whom training is being given, then we would have a logical starting point to discuss where and how training budgets should be equitably spent.

Formal training is only one side of the development coin. The other side involves secondment or bridging programs such as have been successfully carried out at Health & Welfare and Statistics Canada. It's time the Department took a closer look at what other departments are doing in this area. We should keep in mind as well that, in an era when downsizing programs are widespread, and plateauing more and more prevalent, we should be paying attention to programs that enhance as well as advance careers.

One caveat, however, in order for these developmental programs to succeed, would require the Human Resources Branch, responsible for administering these programs, to be automated. Right now, the human resources management system is a largely manual operation. To be truly effective, it needs modern office technology, e.g., database applications, to monitor and report on the progress of various programs.

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3 Wanted – Training and Development

A commitment to training and development is a prerequisite of any evolving corporate entity. Generally, we won't get any better at all the things we do simply by repeating what we already know. There are often better ways of operating, but we have never been shown how. Training first opens our minds to new possibilities, then offers us new techniques, then reinforces our confidence in these techniques through feedback until we are ready to put them into practice back on the job.

Everybody knows how important training is, and pays lip service to the concept until their lips are chapped. But try and get on a training course you need for advancement. Then listen to the excuses "You're not quite ready for that yet; we'll send



Veena Rawat outlines issues facing women in non-traditional areas.

With new information technology entering the workplace, DOC women should be made aware of such alternatives and take advantage of training in this area. Computer applications, electronic mail, effective communications—all of these are fertile areas in which to further our development, no matter which niche in the Department we might occupy. And remember, self-development is in large part our own responsibility. We have to speak up and demand training that is, or will be, integral to our evolving roles.

4

Reach Out and Inform Someone

As we've heard so often, this is the Information Age. No longer an economy that relies on raw materials or industrial output, ours is now an economy whose fuel, and product, are information. DOC, in its role as advisory and regulatory body, is near the center of that matrix. Ironic, isn't it, that our own internal communications are deficient, that our own employees are not nearly so well informed of the things that matter most to them?

For example, information on vacancies and opportunities for temporary postings should be more broadly communicated. Too often, selections are being made before most employees even hear a vacancy exists. In a broader context, information is also lacking about the various programs and services available to all federal departments. We need a means to make these services more generally known. One way is to provide greater detail on personnel services through the Employee Handbook, or to produce a directory specifically on personnel services.

Communigrams should be sent out to all managers/supervisors, alerting them to new services, or changes to existing ones. A video could be prepared to advertise the diverse services of the Human Resources Branch, and in this format, could be communicated easily to the Regions as well. The concept of a mobile resource team should also be entertained, whereby one or more individuals could deliver presentations and disseminate brochures, handbooks, etc., on services and programs throughout DOC and the PSC, both at Headquarters and in the Regions.

The status quo of management presentations should also be examined. Too often, women are being relegated to a support role in projects, and not being given the opportunity to communicate findings and recommendations to higher levels. Visibility is important, as is intellectual recognition for work well done, and the two can find fulfillment together in presentations to ADM levels and above.

Staff meetings themselves should be conducted with all support staff present, so that everyone has an equal opportunity to receive news at the source, and provide input to issues that affect them. Information lunches are another means of informal discussion that should be promoted in order to address miscellaneous issues of concern to women. The more we know, the better equipped we'll be to make decisions affecting our careers in DOC.

5

Management Style - Time for a Change in Fashion?

"Management is not being brilliant. Management is being conscientious. Management is craftsmanship. Management is doing a very few simple things and doing them well." — Peter F. Drucker, Management Consultant.

During these various workshops, the general observations on management can be summarized in one statement—management must alter its ways in the face of changing issues and the demands of a changing workforce.



Round table discussion on issues concerning DOC women.

There were opposing views expressed on the differences in the management styles of men and women. It appears that an Old Boys' Network encourages at least a sense of teamwork among male managers that is not shared by female managers. Paradoxically, male managers tend to show less concern for the wellbeing of employees in their obsession to deliver the goods at whatever cost. To correct this sort of imbalance, the DM and ADMs should be encouraged to reward the good management of employees, as opposed to the management of projects.

In order to illuminate management strengths and weaknesses, exit interviews should be conducted when employees leave the department, so as to identify and address any common problem areas. Managers should also be assessed in terms of their abilities to manage their employees, an issue that could be clarified if employees themselves were given the opportunity to evaluate their managers.



Dynamic discussions ensue on non-traditional occupations.

In general, managers need to be educated in terms of work ethics, encouraging them to examine and reconsider their own beliefs and practices in terms of the Department's tendency towards late hours, crisis management and authoritarian power structures. Managers need to become aware of not only women's issues and problems, but also the broader issues that reflect an entire generation's change of focus, i.e., allowing personal self-fulfillment equal footing with career goals.

Too often, it appears that managers are promoted into positions for which they are psychologically or professionally unprepared. This sink-or-swim modus operandi needs review and adjustment. Before being promoted, ready-now candidates should receive management courses which focus on people management skills. These would include modules on how to encourage responsible management, how to apply human resource concepts, how to change the departmental mindset at higher levels—in short, how to improve overall managerial competence in light of departmental objectives.



Donna Ward and Mary Uccato present their group's findings.

6 The Executive in Grey, The Secretary in Pink

Despite the admirable initiatives of the Treasury Board, and the resultant focus on equity in the workplace, the reality in many departments of the PSC is not much better than portrayed in most cartoons. The executives are men, the secretaries women, and salary levels are in direct proportion to the number of Y chromosomes in your system. We know things are changing, but they never seem to change fast enough. We are always hoping that it will be better for the next generation. Not today, maybe tomorrow.

If nothing else, we are now in the process of fighting to change perceptions. Once a clerk, always a clerk? Not any more. Women and other minority groups, and here we might as well include the stereotyped of either sex, should be afforded greater opportunities to prove that they can be more than they seem. Segments should be more numerous and available, and postings circulated to create opportunities that will lift people out of their ghettos, pink or otherwise.

Aside from our professional roles, the other stereotype that we must fight against is the notion that only women have responsibilities for family care. It just isn't so. True, women must take maternity leave to have babies, but men also want and require parental leave, days off to be with sick children, and flexible hours to pick up children after daycare. Attitudes to parenting are changing radically with the generations, and departmental sensibilities and practices must change as well to accommodate departures from the stereotype.



Françoise Chabot-Plante relates her group's views on management styles.

Finally, women should take care not to cast themselves into another stereotype either—that of Superwoman. Outside of cartoons, she rarely exists. To become obsessed with one's career will surely exact a price on your home life. In a nutshell, you can't have it all. Balance, above all, is necessary if you want to walk this tightrope.

Ultimately, not only women but all employees must become more creative. Let's not sit and wait for the executives to change things. We must identify problem issues and propose solutions. We must demonstrate to management how it is in their best interests to listen to our suggestions and to follow through with practical action plans. Together, we can be pioneers in forging a management style and culture that is supportive of departmental goals and conducive to the individual aspirations and lifestyle of all employees.

Send your comments to:

Barbara Bloor
Assistant Deputy Minister
Corporate Management
Communications Canada
300 Slater, Room 448
Ottawa, Ontario
K1A 0C8



KLA 0C8
Ontario, Canada
300, rue Slater, Suite 448
Ottawa, Ontario
Sous-s-misrite adjointe
Gestion intergée
Communiquons Canada
300, rue Slater, Suite 448
Ottawa, Ontario
Barbara Bloor

Addresser vos commençailles à:

ve de tous les employés. Les publications de la compagnie sont destinées à être lues par tous les employés.

Le rôle de l'employé dans la compagnie est de faire en sorte que toutes les personnes qui y travaillent soient motivées et satisfaites. Cela passe par une communication efficace entre le supérieur et l'employé, mais aussi entre les différents membres de l'équipe. Il est important que l'employé se sente écouté et respecté, et que ses suggestions et préoccupations soient prises en compte. L'employé doit également être informé régulièrement des résultats financiers de la compagnie, de son évolution et de ses perspectives futures. Cela lui permet de comprendre son rôle et sa contribution au succès de l'entreprise.

Enfin, l'employé doit être formé et développé pour qu'il puisse assumer de plus hautes responsabilités dans l'entreprise. Cela passe par la formation continue, l'acquisition de nouvelles compétences et l'encouragement à prendre des initiatives. L'employé doit être motivé et engagé pour contribuer au succès de l'entreprise.

En démettre analyse, les remises de valeur éventuelles latentes dans l'édifice sont évaluées en fonction des prix actuels et des variations dans l'unité de mesure de la valeur. Les remises de valeur sont déterminées par rapport à une période de référence et sont basées sur l'évaluation de l'ensemble de l'édifice. Les remises de valeur sont déterminées par rapport à une période de référence et sont basées sur l'évaluation de l'ensemble de l'édifice.

-rachine Chabot-Painthie fait parti des discussions de son groupe sur les styles de gestion.



ANSWER

en gris,

9

maîtrise d'échiquage du travail, ce qui devrait être mieux renseigné en général, les directeurs

Le système de gestion des ressources humaines est un module d'application qui permet de gérer les différentes dimensions du personnel : recrutement, formation, évaluation et développement des compétences, rémunération et rétention. Il offre une interface conviviale et intuitive pour faciliter la gestion quotidienne des ressources humaines. Les fonctionnalités principales sont :

- Recrutement : Gestion des candidatures, recherche de postes, suivi des processus de sélection.
- Formation : Gestion des formations, suivi des participants, évaluation des formations.
- Évaluation : Gestion des évaluations, suivi des résultats, établissement de rapports.
- Rémunération : Gestion des salaires, calculs de primes et de bonus, gestion des congés payés.
- Rétention : Gestion des relations avec les employés, suivi des intentions de départ, gestion des départs.

Le système est également intégré à d'autres modules de l'application, tels que la gestion des projets et la gestion financière, pour faciliter la prise de décision et la optimisation des ressources.

qui offre un entraînement personnalisé pour un pied d'égalité avec le chemin.

qui a créé de toute une génération

aspéctions des femmes, de même

sensibilités aux problèmes et aux

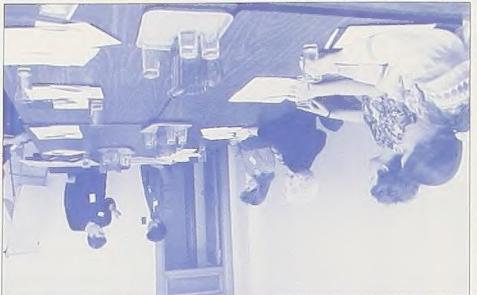
Pratiques du Ministère, soit les

opinion personnelle à Légaré des

ministerie à l'entière de la guerre, ce qui leur permettrait de se former une



Donna Ward et Mary Guccharo présentent les résultats des discussions de leur groupe.



suite à la page 8

Sujets

avoir l'accès à des établissements
les emplois eux-mêmes devraient
capable de faire partie du personnel ;
d'arriver aussi être évalués sur leur
ter des solutions. Les directions
les problèmes communs à y appor-
tui quittent le Ministère, diminuer
on devrait intégrer les employés
qui a dû avoir plus tôt sur les
projets.

peut malgré la bonne gestion des
ministères devraient être encadrées
sous-ministres admettre à le sous-
ministre comme un spin-off corps
à tout contre le désemploi, ses
qui il son place à faire à computer
le bien-être des employés, quelques
précision moins dans certains
éminis : les directions communis
peut parfois pour les directions
donne au moins un spin-off corps
qu'il tressau avec accès au
larmes. Il semble cependa-
de gestion des hommes et des
des options dans les
quant aux difficultés entre les styles

peut parfois pour les directions
done au moins un spin-off corps
que au moins un spin-off corps
qu'il tressau avec accès au
larmes. Il semble cependa-
de gestion des hommes et des
des options dans les

nouvelles ce aux demandes d'un
changements face à ces situations
transmis à la direction de
exprimer sur l'administration se
au cours des années. L'opinion
électorale en croissance.

Peter F. Drucker, conseiller en
affaires sociales à la fin des années
Il suffit de faire quelques simplifi-
cette. La gestion est une technique
bilan. C'est peut-être considen-
la gestion, ce n'est pas être
avant que la planification simple
souverain, la sélection est fait bien
exemples, la sélection est fait bien
l'information sur les affaires

fonction publique, 93 000 (43 %)

manie évoquante et amusante

ammonium; divertiissant et instructif

compréhension et de maîtrise en Poste de l'effectif éminin dans la fonction publique, sa concurrence à permis les problèmes auxquels les femmes sont confrontées dans le travail à l'extérieur du domicile.

Le Théâtre Parménion a remporté
la première place au concours de
l'interprétation en liaison de son
œuvre.

problèmes de concentration, de
l'écriture et de la lecture. Ces difficultés sont généralement liées à des troubles de l'apprentissage de la lecture et de l'écriture.

La performance d'un
combiné à trois
Théâtre Famino se
compose d'une
réalisation artistique du
meilleur du travail.

L'étude se basait sur une enquête menée auprès de 20 000 employés dans la fonction publique, des études de cas et un certain nombre d'analyses quantitatives et qualitatives.

Avec la partie
panou de Laudonnière,
les comédien·nes ont
exploré le lagon con-
crète des poulains

meilleure équipe d'hommes, membre du groupe de travail sur les besoins des chercheurs par les femmes dans la formation publique et de l'FP2000, aaboré et analysé les résultats du sondage Au-delà des apparences.

Le jeu de chahutoux et provoquant,
éproune dans les deux langues, a
sorte des questions aussi élégantes
que harrêlement sexuées au travail
et les extrémités du travail et de la vie

Qu'y a-t-il au-delà des apparences ?

surde le thème de la discrimination
avant plus de 300 000 spectateurs
à Québec, au Canada et en Europe.

l'un de trouver des solutions col-
lectives pour que tous, hommes et

L'association sur l'égalité et la justice sociale
théâtre pour lancer la dis-
toues les ressources du

Place à la comédie avec le Théâtre Parminou

Ministre à sa propre culture qui se
summait à une question de classes de
l'homme. Pendant que le reste
de l'humanité est sur le chemin du
tour à la maison, le Ministre s'affirme
toujours dans les problèmes d'avenir

en lui l'oumission de l'employé conseiller en orientation. Le employé au sein du Ministère. Les autorités au sein de l'organisation. Les certains cas, un psychologue

outre tout, il est nécessaire d'ajouter que les deux dernières années ont été marquées par une croissance importante de l'industrie automobile et de la construction, deux secteurs qui contribuent à la croissance économique du pays.

Alors que les publications du Ministère de l'Intérieur sont destinées à des communautés et à des groupes sociaux bien précis, celles du Ministère de l'Éducation sont destinées à tous les citoyens. Elles sont destinées à tous les citoyens. Elles sont destinées à tous les citoyens.

Quelque chose de formateur sort un des
rêveries possètes à surrir les réstirc-
sons budgétaires. Il existe que nous
évoons combinaisons à former des
emplois dans l'Institut national du
commerce. Il semblerait cependant que
l'ensemble des études ne soient

Le programme de formation en ligne de la Caisse d'assurance maladie du Québec (CAMQ) offre une formation complète et pratique pour les employés qui travaillent dans les établissements de soins de longue durée. Les modules sont conçus pour faciliter l'apprentissage et l'application des connaissances acquises à l'information sur ces programmes. Les employés peuvent également accéder à des formations en ligne pour améliorer leurs compétences et leur efficacité au travail.

à un des éléments, se soutient

Questions de l'heure débattues en atelier

Stephanie Perren Interroge le sous-ministre pendant le déjeuner



Les personnes qui ont fait le tour du monde sont de véritables ambassadeurs de leur pays. Elles peuvent être des ambassadeurs de leur culture, de leur histoire, de leur géographie, de leur économie, de leur politique, mais elles peuvent également être des ambassadeurs de leur langue, de leur littérature, de leur art, de leur musique, de leur gastronomie, de leur mode de vie, de leur façon de penser et de vivre. Elles peuvent également être des ambassadeurs de leur religion, de leur spiritualité, de leur foi, de leur croyance. Elles peuvent également être des ambassadeurs de leur identité nationale, de leur culture nationale, de leur histoire nationale, de leur géographie nationale, de leur économie nationale, de leur politique nationale, mais elles peuvent également être des ambassadeurs de leur identité culturelle, de leur culture mondiale, de leur culture internationale, de leur culture universelle. Elles peuvent également être des ambassadeurs de leur identité humaine, de leur culture humaine, de leur culture mondiale humaine, de leur culture internationale humaine, de leur culture universelle humaine. Elles peuvent également être des ambassadeurs de leur identité mondiale, de leur culture mondiale, de leur culture internationale mondiale, de leur culture universelle mondiale.

Nous voulons tout juste de laisser un programme de formation en gestion et nous avons réservé des sommes d'autres programmes, particulièrement celles qui mettent l'accent sur une meilleure préparation.

Le programme de conditionnement physique a eu un succès, de même que les entraînements physiques qui ont été réalisés dans les deux dernières semaines. Les entraînements physiques ont permis à l'entraîneur de développer la force et la puissance de l'équipe. Ces entraînements physiques ont également permis à l'équipe de gagner en endurance et en résistance. Les entraînements physiques ont également permis à l'équipe de développer une meilleure coordination et une meilleure agilité. Les entraînements physiques ont également permis à l'équipe de développer une meilleure résistance et une meilleure résilience. Les entraînements physiques ont également permis à l'équipe de développer une meilleure résistance et une meilleure résilience.

De nombreux personnes au sein du Ministère sont de cet avis. Nous avons un certain succès avec notre série de forums et nous cherchons toujours des

Bien que nous disposions de peu d'argent, nous devons mesurer un taux de conversion acceptable qui reflète la représentativité des échantillons. Peut-être que une personne qualifiée d'autrement peut aider à déterminer ce que nous devons faire.

Les directions déterminent le plus rapidement possible les réponses à l'avenir de leur entreprise. Elles doivent être en mesure d'identifier les problèmes et de proposer des solutions pour les résoudre.

Au sous-ministre

Il existe plusieurs types de tests pour évaluer la performance d'un modèle. Les tests les plus courants sont les tests de classification et les tests de régression. Les tests de classification sont utilisés pour évaluer la précision d'un modèle de classification. Les tests de régression sont utilisés pour évaluer la précision d'un modèle de régression. Les tests de classification sont utilisés pour évaluer la précision d'un modèle de classification. Les tests de régression sont utilisés pour évaluer la précision d'un modèle de régression.

"Si nous considérons la fonction publique comme un instrument de

particulièrement chez les cadres ». « Les formations qui nous permettent de faire évoluer nos compétences au sein de l'entreprise sont très importantes pour nous », reconnaît-il. L'entreprise a également mis en place une formation continue au sein de l'entreprise, avec des séances de formation régulières et des séminaires internes.

adresse aux partenaires.

Le sous-ministre Alam Gourde prend la parole à la conférence - Les femmes au MDC aujourd’hui et demain

considérent que bien des problèmes n'ont rien à faire avec le sexe



La formation en enseignement public des élus locaux et des citoyens contribue à la formation d'un espace public et à l'élargissement de l'espace public. L'innovation publique est une pratique qui peut susciter un certain scepticisme ou un certain rejet de l'autonomie et de l'indépendance. Cependant, elle peut également être perçue comme une opportunité pour les citoyens de participer à la prise de décision et de contribuer à la construction d'un meilleur futur. La formation des élus locaux et des citoyens dans le domaine de l'innovation publique peut contribuer à renforcer la participation citoyenne et à promouvoir une meilleure gouvernance locale.

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1 Tous d'horizon

1 Les éléments du MDCG - dénuméciation et définition



Si yes de gestion - Y-a-t-il une différence entre les hommes et les femmes ?
C'est contre-nature des hommes qui sont les plus nombreux dans les familles.
Les hommes sont plus nombreux que les femmes dans les familles.
Les hommes sont moins nombreux que les femmes dans les familles.
Il n'y a pas de différence entre les hommes et les femmes.

Une approche thérapeutique centrée sur la personne et l'interaction avec son environnement est préconisée par les auteurs de ce document. Les auteurs recommandent une approche centrée sur la personne et l'environnement pour les personnes atteintes d'MDIC.

Discussions qui non seulement
évoquent les sujets portant sur les emplois
mais bien sur des problèmes éminents
comme la crise des emplois.

les louer un MDC. Les participants se retrouvent dans une situation où il leur faut résoudre des problèmes qui leur sont posés. Ces derniers sont alors résolus par les participants eux-mêmes qui ont à leur disposition des conseils et des explications de l'animateur.

L'auditoire intéressé
participer au forum

A group of people in a blue-themed setting, possibly a party or event, with a large banner reading "33".

Tour d'horizon

secondement pour servir de modèle pour toute autre recherche dans ce domaine.

Le travail peut être très rémunérant mais malgré ce que l'on peut lire dans les journaux ou sur les sites d'emploi, peu de personnes sont en mesure de faire leur travail à temps plein. Les personnes qui ont un emploi à temps plein doivent faire face à de nombreux défis. La concurrence est forte et il est difficile de trouver un travail stable. De plus, le travail à temps plein nécessite une grande quantité d'énergie et de temps. Cela peut entraîner des problèmes de santé mentale et physique. De plus, le travail à temps plein peut entraîner des problèmes familiaux et sociaux. Il est donc important de trouver un travail à temps partiel ou à temps partiel pour éviter ces problèmes.

Les stratégies qui peuvent servir
mises en évidence dans les hautes
sphères de la gestion et des
professions comme les graphiques
et les diagrammes doivent être étudiées et
appliquées : les méthodes sont
sous-préférées dans les hautes

Au fil des discussions, il est devenu évident que les problèmes spécifiques aux femmes mais bien d'une audience qui n'a rien à voir avec le sexe.

Les remèdes du MDC sont détaillés dans le tableau 1. Les variétés de substances éducatives sont sommées à l'aide d'un changement d'attribution de la responsabilité pour l'échec scolaire. Ces discussions éducatives sont basées sur une analyse des résultats de l'évaluation et sont destinées à aider les enseignants à améliorer leur enseignement.

« Je veux d'abord savourer ce qu'il vous procure. Une fois que nous aurons ces deux en es^t, nous pourrons mieux établir un plan d'action. L'aventurier dépend donc de ce qui se passe sur la surface du globe».